

ExhibitCCapacity

State of Alaska

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The Department of Military and Veterans Affairs (DMVA), Division of Homeland Security and Emergency Management (DHS&EM) will act as the lead agency on behalf of the State of Alaska for its application for the HUD CDBG-NDR competition. DHS&EM will collaborate and enter into a partner agreement to carry out eligible activities as provided in the State of Alaska's application. DHS&EM, Department of Commerce, Community and Economic Development (DCCED), Division of Community and Regional Affairs (DCRA); Department of Environmental Conservation (DEC), and the Alaska Housing Finance Corporation (AHFC) formed a State Interagency Working Group (SIWG) to determine if any Alaska target areas are meet CDBG-NDR threshold criteria. The SIWG agreed that DHS&EM be the lead agency for CDBG-NDR grant. The SIWG reserves the right to leverage the capability of its core members and partners as appropriate to implement proposed activities. DHS&EM will apply for, monitor, receive, distribute, report upon and manage funding made available through this grant. It will lead project coordination, management and implementation with appropriate partners, technical advisors, and stakeholders. In addition to emergency management subject matter expertise, DHS&EM and its parent department, DMVA, have leadership, management, federal and state grants management, construction project management, planning project management, and procurement capacity. In FY15, DHS&EM managed over \$295M in federal and state funds.

As an emergency management agency, DHS&EM has the ability to redirect its existing project management, quality assurance, financial and procurement, and internal control resources to priority efforts, such as quickly and effectively launching disaster response and recovery activities. Through its leadership and pre-existing active liaison and interagency relationships, it can leverage and resource other state, federal, volunteer, private, nonprofit and other agencies and partners for multi-disciplinary capacity. DHS&EM can also quickly add capacity. DHS&EM has contract project manager (CPM)

contractors on stand-by, to act as State and/or Community agents by overseeing statewide projects from planning, local consultation, grant management, construction and closeout. Each CPM has a minimum of five years of experience managing construction projects of \$1M or more and involving multiple methods of site remediation, site management or characterization; managing contracts of \$1M or more involving projects with multiple types of material, freight, and construction labor management; working and communicating with native or tribal councils, leadership, and members in remote communities; working on projects involving 10 or more stakeholders; managing multi-faceted projects of complex scope; and working with government grants. CPMs, DHS&EM Project Managers, partners and stakeholders provide project oversight and quality control and ensure projects are executed in accordance with established standards, policies, and procedures and follow all applicable federal, state and local procurement standards.

As a grantee for state and federal funding, DHS&EM is very familiar with working and coordinating with all manner of partners including governmental agencies, nonprofits, volunteer organizations and stakeholders in CDBG-NDR type activities. DHS&EM works directly with local jurisdictions, state and federal agencies, regional/tribal organizations, and school districts to ensure coordinated recovery and mitigation efforts. The division contracts for capabilities to implement funding and complete infrastructure and residential recovery and mitigation projects to assist communities unable to accomplish this work. DHS&EM leads and participates in numerous interagency working groups in collaboration with its partners successfully meet assist Alaska communities. DHS&EM executed its collaborative capability during the 2013 Yukon River Flood, eligible event DR-4122, an 18-month FEMA-State, volunteer agency, local community Joint Field Office (JFO) which involved incident management, evacuation, repatriation, contaminated waste cleanup, temporary housing, individual assistance, infrastructure recovery, flood plain management, mitigation, and long-term

recovery. DHS&EM utilized its CPM capability to complete 41 residential structure elevations in 2014 in Galena, significantly reducing risk from annual flooding.

DHS&EM wrote this application in collaboration with the SIWG, partners and stakeholders. This was an engaged, collaborative process. Partners and stakeholders contributed data and information, wrote portions of the application, and reviewed and approved the application. Stakeholder and community input were included in the application. The SIWG will brief partners and stakeholders on quarterly or more often as needed on project status through the lifetime of the application and project(s).

DHS&EM provides local governments, tribes, nonprofits and state agencies emergency management technical assistance and services, including emergency preparedness, training, exercise, planning, response, recovery, mitigation and grants management support. In FY15 DHS&EM managed over \$295M of state and federal grants. See partner letter (Dropbox: AK-163)

DCRA assists local governments and tribes on community sustainability and resilience issues, including community planning and floodplain management. DCRA promotes strong communities and healthy economies through direct, leveraged and contract comprehensive planning and management services. In FY15 DCRA managed over \$2B in state and federal grants. See partner letter (Dropbox: AK-108)

DEC is Alaska's environmental regulatory department. It implements and enforces of state and federal environmental rules for solid waste, drinking water, food safety, and other environmental health-related areas. Its programs develop sustainable sanitation facilities in rural communities throughout Alaska. See partner letter (Dropbox: AK-120)

AHFC is the state housing finance agency and the only public housing authority in Alaska. It provides affordable housing and housing-related financial assistance. It maintains the state thermal

design standard, invests in housing and energy efficiency research and arctic housing design. See partner letter (Dropbox: AK109).

The Alaska Native Tribal Health Consortium (ANTHC) is a nonprofit corporation which manages statewide tribal health services including tertiary and specialty medical care, water and sanitation, community health and research, information and technology, and professional recruitment for tribal health partners. ANTHC's Alaska Rural Utility Collaborative, which includes 26 communities, helps maintain and improve water and sanitation infrastructure and maximize public health benefits. See partner letter (Dropbox: AK-110)

The Alaska Division of Geological and Geophysical Surveys (DGGs) generates objective peer-reviewed information on geology and geological hazards to Alaska's people and infrastructure. DGGs collaborates with Alaska communities, state and federal agencies to develop and interpret datasets, and provide technical assistance for disaster recovery, resiliency, infrastructure and public safety projects. See partner letter (Dropbox: AK-122).

Economic Development Administration (EDA) investments build a foundation for sustainable job growth through innovation and regional collaboration. EDA will consider actionable resiliency project(s) under the EDA Planning and Technical Assistance, Public Works and Adjustment Assistance Programs, as a potential source of leverage. See partner letter (Dropbox: AK-111).

The United States Department of Agriculture (USDA) Rural Development (RD) collaborates with the State of Alaska and its communities to offer its loans, grants and loan guarantees to support housing, economic development, health care, first responder services and equipment, and water, electric and communications infrastructure. See partner letter (Dropbox: AK-122).

Tanana Chiefs Conference (TCC) is a nonprofit consortium consisting of 37 federally-recognized tribes that provides health care, social services, and advocacy for member tribes' needs. TCC

engages in tribal energy, fish and wildlife, land and water management, and sustainability projects in collaboration with other tribal organizations, NGOs, state and federal agencies. See partner letter (Dropbox: AK-123).

Kawerak Inc. is a regional nonprofit serving 20 federally-recognized tribes in the Bering Strait Region of Alaska providing economic and community development services, Village Public Safety Officers, governance and management assistance, natural resource advocacy, education, workforce development and children and family services. See partner letter (Dropbox: AK-124).

The Denali Commission provides Alaska communities economic development services through job training and rural infrastructure development including critical power, water/waste water and communication capacity. See partner letter (Dropbox: AK-125).

The Alaska Community Foundation (ACF) cultivates, celebrates and sustains all forms of philanthropy to strengthen Alaska's communities forever (<http://alaskacf.org/mission-vision>) . They have affiliate partners and issue grants to Alaskans to support resiliency in Alaska communities. See partner letter (Dropbox: AK-121).

It should be noted that unlike the norm in the rest of the 49 states, there are few non-governmental organizations (NGO) in the target areas. Government services are centralized at the state and regional level. Regional Corporations (for-profit, housing and health) provide services in the smaller rural communities. As a result, the state and has worked hard to insure stakeholder input at the local level by increasing the partnerships with regional organizations. Regional housing, health and tribal government organizations are now active partners in our approach, more than in previous years.

All SIWG agencies and partners have extensive experience in multi-disciplinary work through pre-existing collaborative relationships. The SIWG will coordinate across disciplines through leveraging of partner capacity. An example of one such relationship is the Newtok Planning Group (NPG). In

collaboration with the Newtok Village Council, DCRA formed the NPG, inviting interagency partners. The NPG developed the Mertarvik Strategic Management Plan (SMP) envisioning Newtok's relocation to Mertarvik. The group leveraged DHS&EM funding to DEC to complete a plat for Mertarvik, and match USACE project funding. The plat will be used by DHS&EM to support a FEMA mitigation application for home relocation and acquisition. These projects will be leveraged by other agencies to build infrastructure (airport, school, clinic, and power) in Mertarvik.

DCRA has extensive experience providing Alaska's local governments training and technical assistance on all aspects of community planning, including development of comprehensive plans. The Mertarvik SMP was referenced in the National Climate Assessment. DCRA is developing similar comprehensive resiliency plans with Kivalina, Shaktoolik and Shishmaref. AHFC has experience in state-wide and regional planning through development of the State Housing Community Development Plan for HUD programs, State Weatherization Plan, Alaska's Ten Year Plan to Address Homelessness, State Housing Needs Assessments, and other fund allocation plans. DEC conducts complex, multi-disciplinary comprehensive planning for implementation of state and federal environmental laws.

SIWG partners have experience managing large, complex programs and projects. AHFC has managed the State's \$300M Weatherization program (2009-2014). DHS&EM has managed multi-community, multi-phased disaster response and recovery efforts which included evacuation, sheltering and recovery operations costing tens of millions of dollars. DEC has managed multi-phased solid waste, water/waste water and environmental cleanup activities up to \$50M.

All partners have data analysis capacity in their areas of expertise. DCRA maintains the Alaska Community Database Online (CDO) which provides comprehensive information for each community. The CDO is the State's primary repository of data on Alaska communities. Data includes community location, population, taxes, climate, history, culture, demographics, utilities, schools, health care,

economy, transportation and community contacts. AHFC's ability to assist in quick implementation of major projects is based on analysis of income and demographic data from market studies and research, appraisals, housing needs assessments from the State Data Center.

DCRA and AHFC provide capacity for community planning and affordable housing; DEC, ANTHC and DHS&EM provide capacity in public works, and design and engineering; DEC provides capacity in environmental quality; EDA, DCRA, ACF and the Denali Commission provide capacity in economic revitalization. ANTHC, DEC and TCC provide capacity in health. All partners have community engagement capacity. To conduct effective statewide or regional planning, disaster response and recovery operations, and community projects, SIWG partners utilize an extensive community engagement process to gather input from local governments, tribal leaders and the public regarding the targeting of funding, rating criteria for program awards, and impact and need assessments. Partners utilize public information officers, newspapers, radio, websites, social media, teleconferences, site visits, surveys and community meetings to gather input for program implementation and decision-making.

Partners are not likely to drop out. All partners have capacity to contract for gapped resources and capabilities. All partners are familiar with quick implementation to complete projects within established performance periods, and address logistical challenges in remote (limited road/barge access) areas and short construction seasons. DHS&EM, AHFC and DCRA have capacity to receive, distribute and manage CDBG-NDR funds.

The SIWG and its partners have capacity to identify and assess science-based information on existing and future risks from climate change. DCRA coordinates FEMA's Risk Mapping, Assessment and Planning Program, which increases community resilience by providing flood and other hazard data, risk assessment tools and technical support to strengthen local ability to make informed decisions about reducing risk. DCRA also manages the Alaska Climate Change Impact Mitigation Program (ACCIMP)

and the Alaska Community Protection Project (ACPP), designed to increase community resilience to natural hazards and climate change. The ACCIMP provides Hazard Impact Assessments (HIA) to define local hazard impacts; recommendations for mitigating those hazard impacts; and planning grants for communities to implement HIA recommendations. The ACPP incorporates planning; an interagency collaborative support structure; and strong community leadership to develop comprehensive resiliency plans for at-risk coastal communities. DHS&EM assists local communities in leveraging such data in their hazard mitigation plans, strategies, goals, and project applications. The DEC Solid Waste Program is finalizing work on a 4-year, \$1.4M Waste Erosion Assessment and Review (WEAR) project, funded by the U.S. Department of Fish and Wildlife's Coastal Impact Assistance Program (CIAP). The WEAR project assessed the erosion risk of over 700 landfills, contaminated sites, and dumpsites in 124 coastal and riverine areas of Alaska, and developed action plans for the highest risk sites. The USACE, National Weather Service (NWS), USGS and USDA Natural Resource Conservation Service, in pre-existing partnerships assess climate change; hydrological and meteorological impacts to riverine and coastal areas; and design, engineer, fund and manage projects. These technical partnerships provide the SIWG capacity to address possible future conditions and risks, and possible benefits and outcomes.

AHFC and DCRA have experience working with fair housing. Both agencies manage HUD programs (HOME, CDBG, ESG) that mandate fair housing management and project design standards under the Fair Housing Act Amendments of 1989 and Section 504 of the Rehabilitation Act of 1973; and prepare the Analysis of Impediments to Fair Housing, a requirement of HUD's Housing and Community Development process. The Analysis identifies impediments to Fair Housing and actions that the State will take to help address them. AHFC audits of each of its development projects for adherence to federal affirmative marketing and non-discrimination requirements, and manages its own portfolio of public housing and vouchers in accordance with fair housing laws. AHFC has mapped existing federal

housing assistance in relationship to areas of high poverty, unemployment and racial characteristics to identify areas for future development to expand housing choice for lower income populations.

The State has engaged in determining and ensuring quality design which enhances long-term resilience. Affordable housing is one of the greatest challenges in rural Alaska, which faces high energy and transportation costs, indoor air quality issues, general shortage of housing and aging housing stock. In pre-NDRC efforts, SIWG members have partnered with stakeholders and technical advisors to develop affordable, energy efficient resilient housing for Alaskans living off the road system. The Cold Climate Housing Research Center (CCHRC) initiated the Sustainable Northern Communities program in 2008 to address the need for sustainable housing in rural and urban communities. CCHRC partnered with over 20 Alaska villages to design and build homes that combine traditional knowledge with 21st-century technology. CCHRC created a matrix of design approaches for DHS&EM of wall systems, foundations, insulation types, and materials that can be combined based on location, climate and resources. Homes in Crooked Creek and Galena used these designs, which cater to unskilled labor and rapid assembly. See <http://www.cchrc.org/sites/default/files/docs/SNCsnapshot2014.pdf>. In a pre-NDRC effort, DEC initiated a project to spur global research to develop innovative, cost effective water and sewer systems for homes in remote Alaskan villages. The project focuses on decentralized water and wastewater treatment, recycling, and water minimization. These approaches have high potential for use in individual homes and housing clusters. Their goal is to significantly reduce capital and operating costs of in-home running water and sewer in rural Alaska homes. See <http://watersewerchallenge.alaska.gov/>

The team determines if a project cost is reasonable by consulting with partners and technical advisors; using benefit cost analysis (DHS&EM and ANTHC), and through the competitive bid process.

In the execution of their respective missions, all partners engage directly with stakeholders through local government, tribal, and community meetings, in discussing unmet recovery and resiliency

needs in each of their functional areas of responsibility. Stakeholders are involved at project inception, including planning, design and engineering, project management, inspection and closeout. Stakeholders provide input at every stage. Partners continue engagement beyond project closeout to maintain relationships and identify unmet needs. Community leaders act as two-way local intermediaries for state or federal project coordinators to community members and make decisions as appropriate. To ensure community participation and increase local capacity with the ACCP Project, DCRA provided grants to establish a full-time community coordinator to work with stakeholders and serve as an advocate for funding to implement needed resiliency action plans. The coordinator ensures community representation at interagency working group meetings. DCRA provides training and technical assistance to the coordinator in community planning, project development and grant writing. DCRA provided this local capacity-building capability to Newtok to ensure that the community “drives” the relocation process.

SIWG partners have broad experience working with and harmonizing the contributions of diverse stakeholders in the consultation process through its coordination of several interagency working groups. As noted earlier, DCRA has coordinated the Interagency NPG since 2006; co-chaired the Immediate Action Work Group of the Governor’s Climate Change Sub-Cabinet; and co-chaired the Denali Commission’s Planning Work Group whose focus was to support community-driven planning that promotes cost-effective, locally-maintained infrastructure, and enhances the growth of a diverse local economy. DCRA and DHS&EM are also charter-members of the Alaska Silver Jackets Team, an interagency team that coordinates and communicates flood risk efforts in the State of Alaska. AHFC, DHS&EM (lead), and DCRA are members of the Disaster Housing Task Force, when activated.

Due to the isolated, resource-challenged nature of Alaska communities, the State has extensive experience dealing with regional issues. Each year, DHS&EM and the NWS separately fund a joint program called River Watch to provide advance ice jam flood warning to 76 Alaska villages, boroughs

and tribes. The team aerially observes river ice conditions, often taking a community leader to translate information and perform radio broadcasts in their local native language to village residents. Pilots and village residents provide reports of river ice conditions, enabling the NWS in providing more accurate forecasts, warnings, and navigation information. Regional and statewide tribal partners such as ANTHC and TCC have experience in addressing regional housing, health, sewer/water, infrastructure, cultural resilience issues. The SIWG is addressing the NDRC by tribal regions, first, because the threats and natural hazards being addressed are regional in nature and secondly, because the benefits of a resiliency approach can be maximized across culturally and economically similar regions. Also, all of the communities are located in tribal regions within Alaska's Unorganized Borough. Many of these communities lack basic services provided to communities located within boroughs in Alaska. The three tribal organizations – AVCP, Kawerak and TCC- provide support and continuity to the tribes within their regions. AVCP provides culturally relevant programs and services to villages of the Yukon-Kuskokwim Delta (YKD). YKD communities are largely threatened by riverine and coastal flooding. Kawerak's region is largely threatened by climate change and the change in sea-ice conditions, coastal storms, flooding and erosion. The TCC region is threatened by annual ice jam and riverine flooding. Resiliency actions in hub communities create synergies in providing additional resources to outlying communities which may need support during disaster events. On the other hand, resiliency projects in outlying communities should increase self-reliance and capacity to provide support to neighboring villages. Small community resiliency projects may also serve as repeatable models of success for other small communities. Although regional approaches may be more cost effective, they may not change the dynamic of small, isolated villages repeatedly impacted by disasters. They may provide only temporary safe havens. It is generally not in the interest of small Alaska tribal communities to permanently gather and live in large hub communities for cultural sustainment and maintenance of the subsistence lifestyle.

There is a relatively homogenous population in the areas targeted in this application. The vast majority of residents are Alaska Natives. They are mostly small isolated communities without road access. Our approach treats all people in these communities the same, so improvements in community resiliency will increase choices and opportunities for the entire population of these communities.

The SIWG is using a multi-agency organizational structure with DHS&EM as the lead agency. Given the close collaborative model state agencies in Alaska typically follow, we do not see the need to create a new entity. We have a strong lead agency and partner agencies that will contribute toward implementation, based on their strengths and areas of expertise.